

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**

**EDWARD J. BYRNE MEMORIAL JUSTICE ASSISTANCE  
GRANT (JAG)**

**STATE APPLICATION FOR FY 2010 FUNDING**



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**PREPARED AND SUBMITTED FOR PUBLIC REVIEW  
BY THE JUSTICE GRANTS ADMINISTRATION**

**PLEASE SEND COMMENTS TO  
[jga.agency@dc.gov](mailto:jga.agency@dc.gov)**

**APPLICATION WILL BE SUBMITTED TO THE  
BUREAU OF JUSTICE ASSISTANCE  
ON JUNE 16, 2010**

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## **The Edward Byrne Memorial Justice Assistance Grant (JAG) Grant Program and the Justice Grants Administration**

The (JAG) grant program administered by the Bureau of Justice Assistance (BJA), Office of Justice Programs, U.S. Department of Justice (DOJ), is a broad based criminal justice block grant that provides key resources to the District of Columbia (District) for a myriad of juvenile and criminal justice services, programs, and reform initiatives. The District's Justice Grants Administration (JGA), housed within the Executive Office of the Mayor, is the State Administering Agency responsible for overseeing the life-cycle of federal grants received by the District from the DOJ, including the JAG grant. JGA is responsible for administering these and other funding to the community in a way that facilitates improved programs and policies for the District's juvenile and criminal justice systems. JGA has the following overarching goals:

- Serve as an efficient administrative steward for the District of Columbia for federal formula and various other funding streams related to juvenile and criminal justice.
- Develop and implement strategic funding initiatives that strengthen the juvenile and criminal justice system, and contribute to improved outcomes for District residents.
- Maintain and increase local, private, and particularly federal resources available to the District's juvenile and criminal justice systems.

### **District of Columbia JAG Funding Priorities**

In an effort to ensure that JAG funding priorities were informed by the interests and perspectives of a wide cross section of juvenile and criminal justice stakeholders, JGA engaged

in an intensive, months-long process to gather feedback from the community in late 2008 and early 2009. This information gathering process included the following:

- Strategic planning sessions with its Juvenile Justice Advisory Group and the District's Reentry Task Force to identify key juvenile and criminal justice systems and service challenges and priorities;
- Participation in the Criminal Justice Coordinating Council's annual strategic planning session with all District and Federal government agencies to identify priority policy and systems reform issues for the District;
- An advisory group meeting of local nonprofit agencies providing services to at-risk youth to discuss service needs; individual interviews with senior staff from the Mayor's Office and every major District and Federal agency in the juvenile and criminal justice system as well as city agencies such as the Department of Mental Health, Department of Recreation, Department of Employment Services, and the Addiction Prevention and Recovery Administration whose work intersects with these systems; and
- Individual interviews with over 30 nonprofit services organizations, advocacy groups, and research/evaluation organizations involved with the District's juvenile and criminal justice systems.

JGA synthesized the feedback from these interviews and strategic planning sessions to identify funding priorities that cut across multiple stakeholder groups. JGA also looked to identify funding areas where JGA and JAG funds could be used to pilot innovative programs, support the introduction and expansion of evidence based practices, and provide capacity-

building support to permanently and sustainably improve the functioning of the District's juvenile and criminal justice systems. The JAG priority areas identified through this process informed the agency's FY 2010 solicitations and sub-grants.

In February 2010, JGA convened a strategic planning advisory group representing all District and federal juvenile and criminal justice agencies, as well as independent policy researchers, community-based practitioners and advocates, the Juvenile Justice Advisory Group, District of Columbia Public Schools and Executive Office of the Mayor to review JGA's funding initiatives and identify priorities for the coming year. The group reviewed all JGA-funded programs and examined the allocation of resources by program type, purpose area, target group and funding source. Based on results of this planning session, the priorities identified remain largely unchanged from the previous year. The session did point to the need for increased focus on youth violence intervention. Following is a list of JGA strategic priorities consistent with the purpose areas for the JAG program:

1. Correctional improvements and prisoner reentry
2. Diversion initiatives
3. Juvenile crime prevention and PINS diversion
4. Research, data, evaluation, and technology improvements
5. Youth violence intervention initiatives

What follows below is a description of each funding priority area; the key components of the initiative for sub-grantees; and the required performance measures for each funding area.

## **Funding Priority Area One: Correctional improvements and prisoner reentry**

As a percent of overall population, the number of incarcerated individuals District of Columbia—which includes adults detained or imprisoned in the DC Jail and imprisoned with the Federal Bureau of Prisons (BOP) and youth detained or incarcerated in the custody of the Department of Youth Rehabilitation Services (DYRS)—is one of the largest in the country. The District has the 31<sup>st</sup> largest municipal jail system in the country<sup>1</sup> with approximately 18,000 individual intakes a year, an average daily population of 3,000 inmates, and a population that has significant substance abuse, mental health, housing, education, and other social service needs. The D.C. Department of Corrections (DOC) is responsible for the confinement of the District's pre-trial offenders, sentenced misdemeanants and convicted felons awaiting transfer to the Federal Bureau of Prisons. Between FY 2004 and 2009, on average, approximately 18,458 individuals were released from DOC annually. The Federal Bureau of Prisons (BOP) is responsible for the District's felony offenders in facilities across the United States. On average, BOP released approximately 3,386 DC code offenders back to the community between 2004 - 2008 annually. Finally, DYRS has averaged approximately 200-250 new youth committed to its custody per year and an average daily detention population of approximately 80 youth at any point in time. However, recently, DYRS has seen a significant increase in its committed population with projections of over 400 new commitments for the current fiscal year and has experienced surges in its detention population by over 20% compared to previous years.

Given the number of youth and adults in the custody of the DOC, BOP, and DYRS; the thousands of youth and adults returning to the District of Columbia each year after a period of incarceration; a significant number of this population returning from out-of-state placements; the

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<sup>1</sup> Minton, T. and W. Sabol. 2009. Jail Inmates at Midyear 2008 - Statistical Tables. NCJ 225709. Washington, DC: U.S. Department of Justice.

currently high recidivism rate for this returning population (for adults, recent studies place the re-arrest rate as high as an 80% within three years of release); and the victim, court, and placement costs involved with youth and adults re-entering the criminal justice system, the District is committed to strengthening the operations and services provided by its correctional and residential institutions for this population as well as expanding and improving services and supports for returning ex-offenders. Both DOC and DYRS are already undergoing significant reform efforts to provide a more holistic, wrap-around service model for youth and adults in their custody and to strengthen partnerships with community based organizations to improve the discharge planning and reentry process for youth and adults in their care. Thus, the goal of this funding initiative is to build upon these existing efforts with the goal of reducing recidivism rates and increasing the pro-social outcomes of youth and adults in the custody of and returning to the District after a period of residential placement or incarceration.

Funding will be used to support operational, systems, and service improvements for youth and adult offenders while detained or incarcerated with an emphasis on supporting projects that strengthen the entire reentry continuum for youth and adult offenders returning to the community. Funded projects will be reflective of the following evidence-based in-facility and reentry priorities and practices:

- *Pre-release assessment and in-facility services:*
  - Offenders' needs and strengths are assessed as soon as possible upon incarceration; comprehensively; and in a participatory fashion with the offender and the offender's network of family and other social supports.
  - High-quality, comprehensive, evidence-based in-facility services are provided to all offenders in relation to this assessment, including mental health, health,

substance abuse, workforce development, education, cognitive behavioral therapy, youth development, mediation, and other support services.

- Pre-release services should emphasize connecting offenders to and maintaining a social support network, including mentors, successfully returned offenders, and family members and friends.
- Assessment findings and the services provided should be well documented, tracked, inform discharge planning and reentry, and this documentation should follow offenders throughout their time in the juvenile/criminal justice system.

- *Discharge planning:*

- Should begin immediately upon incarceration and be customized to offenders' assessed strengths, risks, and needs.
- Requires a formal discharge planning conference, in person or by teleconference, which includes facility staff, CBO service providers, the offender, family members, and his/her other social supports.
- CBO service providers and support programs should connect with the offender while in facility and immediately upon release.
- A standard discharge package should be provided to all returning ex-offenders, particularly those from out-of-state, that includes identification, transportation resources, email address, resume, clothes, housing plan, and a resource guide.

- *Reentry services:*

- Determined based on an assessment of ex-offenders' strengths, risks, and needs.
- Able to comprehensively address substance use, employment, health, mental health, housing, education, workforce development/job placement, family



strengthening, mentoring and service needs through a streamlined, coordinated, integrated service delivery system.

- Programmatic and policy incentives are provided for participating offenders and/or for stakeholder groups, such as employers, landlords, schools, and family members, to ensure full participation, retention, and effective programs.
- Recidivism rates and pro-social outcomes are tracked through rigorous data, collection, analysis and evaluation procedures so outcomes and cost-benefits can be identified and reported to all stakeholders.

Additional components of this initiative that JGA will look to support include the following:

- A focus on in facility improvements and evidence-based services/systems improvements targeted at those offenders that are at the highest risk of engaging in further delinquent or criminal activities upon return to the community. These efforts should include collaborations with law enforcement and supervision entities wherever possible in the discharge planning, release, and supervision of high-risk offenders.
- Identification of evidence-based service or systems improvements that have specific empirical support for reducing reentry recidivism rates and improving pro-social outcomes. Research findings and reports on such evidence-based practices can be found on a number of web-sites, a sampling of which include: the Office of Juvenile Justice and Delinquency Prevention; The Bureau of Justice Assistance; Reentry Policy Council; Urban Institute; National Institute of Corrections; Washington State Institute of Public Policy; and the Center for the Study of Violence Prevention.
- Research/technical assistance/evaluation/peer learning partner(s) that will assist sub-grantees in: formalizing a detailed concept framework, logic model, and implementation

plan and schedule for in-facility and reentry improvements, and ensuring that this plan is informed by the empirical literature and lessons learned from other jurisdictions; engaging and achieving the buy-in of stakeholders as needed; providing training and technical assistance to staff on the evidence-based practice; and providing implementation, monitoring, and coordinating support as needed.

- Data collection and evaluation activities that include an assessment of the project's implementation experience and identification of lessons learned; data collection, analysis, and reporting procedures that track the impact of the project on ex-offender recidivism rates and other appropriate output and outcome measures, and compares these data findings to an appropriate baseline population measure and/or matched comparison group; and a commitment to sharing the data and lessons learned with the District's juvenile/criminal justice stakeholders so the project can inform policy and funding decisions.
- Projects proposed collaboratively on behalf of multiple organizations—with included letters of commitment and/or memorandums of understanding—that include at least two or more of the following partners: a residential facility; service provider(s); supervision entity; technical assistance provider; evaluator.

#### *Required outputs and outcomes*

Sub-grantees funded in this priority area will be required to focus their efforts around the following outputs and outcomes, and will be required to report on these outputs and outcomes to JGA on a quarterly basis. Sub-grantees will develop plans for how they will track and meet these outputs and outcomes through their use of JGA funding; specify the outputs and outcomes to

their particular project, including additional JAG-specific performance measures, and identify benchmark targets where appropriate; and must demonstrate a logical connection between proposed funding activities and these measures. At a minimum, sub-grantees will be expected to report to JGA on the majority of the following output and outcome indicators where applicable:

- Outputs
  - Project implementation plan finalized that includes expected outcomes, project deliverables, key activities, and associated timelines ;
  - Partnership agreements and collaboration strategies finalized with all other project partners ;
  - Evaluation plan finalized that includes data collection, analysis, and reporting strategies for process and outcome measures and that identifies an appropriate baseline/matched sample for comparison ;
  - Number and demographics of participation served, and type of services provided ;
  - Number and type of systems improvements implemented; and
  - Plan developed and implemented to maintain and provide for the programmatic and financial sustainability of the project after JGA funding ends .
- Outcomes
  - Number and percentage of program participants completing program requirements, and reasons for participants that did not complete the program ;
  - Number and percentage of participants arrested during/after program participation ;
  - Number and percentage of participants who exhibit a desired change in targeted behaviors during and after program participation; and

- Quantitative and qualitative improvements achieved in program operations and outcomes, including cost savings, as a result of systems/service improvements .

Sub-grantees will be asked to select from additional JAG performance measures in the areas of training; technical assistance; personnel; equipment/supplies; contractual support; information systems; and research, evaluation, and product development; as appropriate to their specific project, and report to JGA on these performance measures on a quarterly basis as well.

## **Funding Priority Area Two: Diversion initiatives**

Currently, the District of Columbia has a disproportionate number of youth and adults that are formally involved with the juvenile and criminal justice systems, and a large population of youth and adults that are incarcerated in facilities outside the District of Columbia. This reality involves high costs for the District and its Federal partners for Court, detention, and incarceration expenses, and consistent with empirical research, high recidivism rates for youth and adults returning to the District after a period of incarceration. To this end, the goal of this funding initiative is to reduce the number of arrested, court-involved, detained and imprisoned youth and adults in the District of Columbia by expanding and strengthening alternative to arrest, detention, prosecution, and incarceration service programs and systems reform initiatives. The key components of this funding initiative include:

- Funding will be used to support new or to expand existing service programs or systems reform initiatives that reduce the number of youth or adults arrested, in detention, court-involved, and/or incarcerated. Sub-grantees will identify quantitative benchmarks for the number of youth/adults that will be diverted from these institutions; provide a detailed

description of the program's eligibility criteria (including risk and needs), and how this eligibility criteria will be assessed; and articulate a detailed referral process.

- Sub-grantees will include memorandums of understanding and/or letters of support from the appropriate juvenile/criminal justice District or Federal agencies that have oversight of the target population for diversion and whose participation and support are needed to ensure the target number of reductions can be achieved.
- If seeking to expand an existing diversion program, data-driven evidence that the current program is achieving diversion reductions with the identified population as well as outcome data that demonstrates re-arrest, conviction, and re-incarceration rates consistent with best practices for this population.
- For either existing or new diversion initiatives, data collection and evaluation activities that provide empirical evidence that the target population would in fact be detained or imprisoned if not for the provided alternative; the public safety and pro-social outcomes for the diversion participants compared to an appropriate baseline or matched sample; and the cost-benefit ratio for the diversion initiative vs. the institutional alternative.
- Diversion activities that will lead to quantifiable cost-savings for one or more District or Federal agencies in reduced policing, court, placement, or other associated costs, and letters of support/commitment from these agencies to reinvest cost-savings in additional programmatic activities for the target population.

#### *Required outputs and outcomes*

Sub-grantees funded in this priority area will be required to focus their efforts around the following outputs and outcomes, and will be required to report on these outputs and outcomes to

JGA on a quarterly basis. Sub-grantees will develop plans for how they will track and meet these outputs and outcomes through their use of JGA funding; specify the outputs and outcomes to their particular project, including additional JAG-specific performance measures, and identify benchmark targets where appropriate; and must demonstrate a logical connection between proposed funding activities and these measures. At a minimum, sub-grantees will be expected to report to JGA on the majority of the following output and outcome indicators where applicable:

- Outputs
  - Diversion initiative implementation plan finalized that includes expected outcomes, project deliverables, key activities, and associated timelines;
  - Diversion population eligibility criteria, assessment, and referral process finalized and approved by all stakeholders;
  - Memorandums of understanding, letters of support, and collaboration implementation strategies finalized with all project partners;
  - Number and demographics of participants served, and type of diversion services/activities provided ;
  - Number and type of systems improvements implemented; and
  - Plan developed and implemented to provide for the programmatic and financial sustainability of the diversion activities after JGA funding ends.
- Outcomes
  - Number and percentage of participants successfully diverted, and cost savings per participant and in sum;
  - Number and percentage of program participants completing program requirements, and reasons for participants that did not complete the program;

- Number and percentage of participants arrested and/or detained and/or convicted and/or re-incarcerated during/after program participation ;
- Number and percentage of participants who exhibit a desired change in targeted behaviors during/after program participation; and
- Quantitative and qualitative improvements achieved in program operations and outcomes as a result of systems improvements/diversion activities .

Sub-grantees will be asked to select from additional JAG performance measures in the areas of training; technical assistance; personnel; equipment/supplies; contractual support; information systems; and research, evaluation, and product development; as appropriate to their specific project, and report to JGA on these performance measures on a quarterly basis as well.

### **Funding Priority Three: Juvenile crime prevention and PINS diversion**

The District of Columbia is in the process of developing a juvenile crime prevention and Court diversion system for youth at-risk of becoming adjudicated by the Family Court as PINS (Persons In Need of Supervision or sometimes called status offenders) with the goal of ensuring that these status offenders are not inappropriately arrested, detained, dealt with by the Court, or placed in residential institutions, and that these youth's behaviors do not escalate such that they become formally involved in the juvenile justice system. The focus of PINS diversion is to divert youth that are consistently truant, curfew violators, runaways, and engaging in minor delinquent activity from formal court involvement, and connect them and their families to preventive services targeted to their specific needs. In support of this system, the District will use JAG resource to help to: 1) build the institutional infrastructure to assess, engage, and refer to services

youth at risk of PINS/juvenile justice involvement; and 2) develop a continuum of services correlated with this assessment that can meet the risks/needs of these youth and families.

In terms of the first goal, funding will be used to help the District to develop and provide the resources to support an ongoing PINS diversion staffing and organizational structure and assessment/referral process, including:

- Defining and adjusting the population served;
- Developing, codifying, and establishing a referral process and procedures;
- Developing and establishing an assessment setting, process and procedures, and validated assessment tool;
- Supporting a staffing structure to conduct assessments and connect youth and families with needed services;
- Determining and establishing procedures for the assessment of staff, including their case management of PINS diversion cases ;
- Developing and facilitating initial and ongoing staff training including training on the PINS and juvenile justice system, youth development principles and practices, and assessment and engagement techniques such as motivational interviewing;
- Identifying, outreaching, and facilitating the collaboration of key stakeholder groups to ensure they have an understanding of, and ongoing voice in and buy-in for the PINS/juvenile crime diversion program; and
- Creating a data and evaluation structure that allows for the tracking of assessment/referrals, service provider outcomes, and larger PINS/juvenile justice systems changes.



In terms of the second goal, JAG funding will be used to help to support the development of a continuum of services designed to meet the needs of PINS diversion and low-level juvenile delinquents and their families. These services will include:

- Services and supports for low risk/need youth and families that will include but not be limited to parent training classes; after-school activities; workforce development and youth development programming; counseling sessions; mentoring services; and family mediation services.
- Services and supports for medium risk/need youth that will include but not be limited to family therapy services; cognitive behavioral services; wrap-around services including substance abuse, mental health, education, and workforce development programs; and evidence-based programs like functional family therapy programs.
- Service and supports for high risk/need youth that will include but not be limited to crisis intervention services; psychiatric services; intensive third party monitoring and wrap around services; Multisystemic and other empirically supported intensive family-therapy and wraparound services; substance abuse contingency management services; and therapeutic foster care services.

#### *Required outputs and outcomes*

Sub-grantees funded in this priority area will be required to focus their efforts around the following outputs and outcomes, and will be required to report on these outputs and outcomes to JGA on a quarterly basis. Sub-grantees will develop plans for how they will track and meet these outputs and outcomes through their use of JGA funding; specify the outputs and outcomes to their particular project, including additional JAG-specific performance measures, and identify

benchmark targets where appropriate; and must demonstrate a logical connection between proposed funding activities and these measures. At a minimum, sub-grantees will be expected to report to JGA on the majority of the following output and outcome indicators where applicable:

- **Outputs**
  - Program implementation plan finalized that includes expected outcomes, project deliverables, key activities, and associated timelines;
  - Organizational/staffing plans, program components, and program operations developed, codified, implemented, improved and institutionalized; and
  - Number and demographics of youth and families assessed/served, and type of assessments/services provided or referrals made.
- **Outcomes**
  - Number and percentage of program youth successfully completing service program requirements, and reasons for youth that did not complete the program ;
  - Number and percentage of program youth arrested and/or PINS petition filed during/after program participation ;
  - Number and percentage of youth who exhibit a desired change in targeted behaviors during/after program participation ; and
  - Number of PINS petitions filed and PINS detentions/placements, and reduction in these indicators compared to previous years.

Sub-grantees will be asked to select from additional JAG performance measures in the areas of training; technical assistance; personnel; equipment/supplies; contractual support; information systems; and research, evaluation, and product development; as appropriate to their specific project, and report to JGA on these performance measures on a quarterly basis as well.

## **Funding Priority Area Four: Research, evaluation, data and technology improvements**

The District is committed to improving its capacity to use research, data, evaluation findings, and technology to accomplish a number of key juvenile and criminal justice goals, including: 1) strengthen crime control and prevention efforts, with an emphasis on law enforcement and related activities that can decrease the range and extent of violent criminal activities committed by youth and adults in the District; 2) improve case processing time, efficiency, and the effective functioning of the Court and its related legal stakeholders; 3) improve systems coordination and information sharing between and amongst District and Federal government agencies and community based organizations; and 4) provide outcome data on government and community based organization program operations and performance that can help the District to better determine how to invest juvenile and criminal justice resources. The key components of this funding initiative for sub-grantees include:

- Sub-grantees must use funds to advance one of the four goals identified above and for one or more of the following program purposes: 1) data collection, analysis, and reporting; 2) program evaluation; 3) technology/equipment improvements; and/or 4) electronic capturing, collection, storage and sharing of information.
- Funds must be used for capacity building improvements that will permanently strengthen the applicants' ability to improve core operations and program outcomes. These improvements could include technology, database, and equipment purchases; ongoing staff training programs (as opposed to one time conferences or forums); technical

assistance projects; administrative improvements; and the hiring of staff, if the applicant can demonstrate that staff positions will be sustained after JGA funding ends.

- Demonstration that the proposed project will improve the capacity of not just the grantee but the capacity of the entire juvenile or criminal justice system.
- Identification of and proposed partnership with peer learning partners and expert technical assistance providers that will assist the applicant with the capacity building improvements and help to ensure appropriate quality controls are implemented, and applications submitted on behalf of multiple agencies and/or community based organizations that will help to improve collaboration and communication amongst, and result in concrete benefits to all parties.

#### *Required outputs and outcomes*

Sub-grantees funded in this priority area will be required to focus their efforts around the following outputs and outcomes, and will be required to report on these outputs and outcomes to JGA on a quarterly basis. Sub-grantees will develop plans for how they will track and meet these outputs and outcomes through their use of JGA funding; specify the outputs and outcomes to their particular project, including additional JAG-specific performance measures, and identify benchmark targets where appropriate; and must demonstrate a logical connection between proposed funding activities and these measures. At a minimum, sub-grantees will be expected to report to JGA on the majority of the following output and outcome indicators where applicable:

- Outputs
  - Organizational and systems capacity building assessment conducted; deficits identified within the organization and juvenile/criminal justice system that can be addressed through the funded activities;

- Project implementation plan finalized that includes expected outcomes, deliverables, and associated timelines;
  - Engagement plan, signed MOUs, and/or contracts developed and implemented with peer learning partners, technical assistance providers, contractors, suppliers, and/or information sharing partners; and
  - Plan developed and implemented to maintain and provide for the programmatic, administrative, and financial sustainability of the capacity building improvements.
- Outcomes
    - Capacity improvements implemented and institutionalized;
    - Quantitative and qualitative improvements achieved in program operations and outcomes, including as appropriate: decrease in crime; improvement in case processing; increased systems coordination and/or information sharing; and the identification and sharing of program performance and evaluation data; and
    - Benefits of capacity improvements generalized to and/or shared with the larger juvenile/criminal justice systems.

Sub-grantees will be asked to select from additional JAG performance measures in the areas of training; technical assistance; personnel; equipment/supplies; contractual support; information systems; and research, evaluation, and product development; as appropriate to their specific project, and report to JGA on these performance measures on a quarterly basis as well.

## **Funding Priority Area Five: Youth Violence Intervention**

As in many jurisdictions nationwide, gangs and gang violence remain a persistent problem as youth membership increases. Even as overall crime and homicide rates have

decreased over the past decade, arrests of youth for violent crimes have held steady. Involvement in gangs—or in crews, which are smaller, less organized and more common in the District—is believed to be at the heart of much of the violent crime in the District. More than half of homicide suspects and more than a third of homicide victims are believed to be associated with gangs or crews. While gang and crew intervention and suppression efforts have long been a central part of the District’s crime control strategy, the persistent nature of youth violence has led law enforcement and community-based agencies to develop more comprehensive approaches to gang and crew intervention. There is a growing consensus that in addition to using gang intelligence to prevent or react swiftly to incidents, local actors must form partnerships to provide a sustained and holistic approach to youth violence intervention that involves community outreach, family engagement, ongoing case management and proven methods for positive youth development. While these promising strategies are more proactive than reactive in nature, they remain focused on youth who are at highest risk for violence due to their gang or crew affiliation or a history of violent criminal activity.

The goal of this funding initiative is to reduce violent crime and gang/crew involvement among youth throughout the District of Columbia by expanding and strengthening targeted violence intervention services. The key components of this funding initiative include:

- Funding will be used to support new or to expand existing programs that reduce youth involvement in gangs/crew activity and violent crime. Sub-grantees will identify quantitative benchmarks for the number of youth that desist from such activities; provide a detailed description of the program’s eligibility criteria (including risk and needs), and how this eligibility criteria will be assessed; and articulate a detailed referral process.

- Programs should primarily target high-risk youth who are known or believed to be involved in gang or crew activities, are likely to be involved in violent criminal behavior, or are considered to be a threat to the community; prevention services for youth who are at risk for involvement in gangs/crews or violent or antisocial activities may be appropriate as well, but will not be the primary focus of program resources and activities.
- Programs will use a collaborative approach and critical incident protocol involving community-based service providers, District and federal agencies and other stakeholders as appropriate; letters of commitment or a demonstrated track record of successful collaboration with all partners.
- Sub-grantees will secure memorandums of understanding and/or letters of commitment from the appropriate partnering organizations.
- Intervention programs will include outreach, youth development activities, and case management. Outreach may involve consistent presence in the community, information sharing, incident response, mediation or other intervention activities as appropriate. Youth development activities engage youth in educational, skill-building and therapeutic programs and services. Ongoing case management, may involve both youth and family, is guided by an individual or family service plan and involves referrals for service and active case management by the referring provider.
- Programs will reflect evidence-based practices and youth development principles that have been shown to reduce involvement in violent and high-risk activities and improve the pro-social outcomes of the target population. Applicants are encouraged to reference specific empirical literature findings that support the efficacy of the proposed service.

- If seeking to expand an existing program, sub-grantees shall provide data-driven evidence that the current program is achieving violence reductions with the identified population as well as outcome data that demonstrates arrest, conviction, and incarceration rates consistent with best practices for this population.
- For either existing or new initiatives, inclusion of a formal program evaluation that provides evidence that the target population would be [involved in violent and high-risk activities] if not for the provided alternative; and the public safety and pro-social outcomes for program participants compared to an appropriate baseline or matched sample.

#### *Required outputs and outcomes*

Sub-grantees funded in this priority area will be required to focus their efforts around the following outputs and outcomes, and will be required to report on these outputs and outcomes to JGA on a quarterly basis. Sub-grantees will develop plans for how they will track and meet these outputs and outcomes through their use of JGA funding; specify the outputs and outcomes to their particular project, including additional JAG-specific performance measures, and identify benchmark targets where appropriate; and must demonstrate a logical connection between proposed funding activities and these measures. At a minimum, sub-grantees will be expected to report to JGA on the majority of the following output and outcome indicators where applicable:

- Outputs
  - Intervention initiative implementation plan finalized that includes expected outcomes, project deliverables, key activities, and associated timelines;
  - Intervention population eligibility criteria, assessment and referral process finalized and approved by all stakeholders;



- Critical incident protocol finalized and approved by all stakeholders;
  - Memorandums of understanding and collaboration strategies finalized with all project partners;
  - Number and demographics of participants served, and type of services/activities provided;
  - Number of critical incident responses within 48 hours, number of critical incident meetings held;
  - Plan developed and implemented to provide for the programmatic and financial sustainability of activities after JGA funding ends; and
  - Additional output measures as appropriate for the specific intervention/diversion initiative proposed.
- Outcomes
    - For all youth who are involved in a critical incident, number and percentage that are engaged in services and are not linked to further critical incidents;
    - Number and percentage of program participants that successfully completed all program requirements;
    - Number and percentage of program participants that were not served, or unsuccessful, or terminated from the program, and percentage breakdown of reasons for participants that did not complete the program successfully;
    - Number and percentage of program participants arrested during and after program participation;
    - Number and percentage of program participants detained during and after program participation;

- Number and percentage of program participants convicted during and after program participation;
- Number and percentage of program participants re-incarcerated during and after program participation;
- Number and percentage of participants who exhibit a desired change in targeted behaviors during and after program participation; and
- Quantitative and qualitative improvements achieved in program operations and outcomes as a result of activities.

Sub-grantees will be asked to select from additional JAG performance measures in the areas of training; technical assistance; personnel; equipment/supplies; contractual support; information systems; and research, evaluation, and product development; as appropriate to their specific project, and report to JGA on these performance measures on a quarterly basis as well.

## **Performance Data Collection and Grant Monitoring**

JGA has established programmatic and financial procedures for tracking and reporting on all federal grant funding programs. JGA requires sub-grantees to provide detailed, separate monthly or quarterly financial reports on their federal funding sub-grants from JGA that include detailed supporting documentation on all expenses. These financial reports and reimbursement requests are tracked separately by JGA in an electronic grants management database as well as through the District's SOAR financial system; additionally, the Office of the Chief Financial Officer is responsible for completing required separate financial reports on each federal grant and for drawing down funds in line with grant expenditures. JGA also requires grantees to provide quarterly programmatic reports that detail the implementation progress on their use of

JGA funds and provide quantitative and qualitative data related to the outputs, outcomes, and JAG-required specific performance measures, and timelines established for the funding initiative and in sub-grantees' final award agreements. Data collected through these reports will be reported by JGA quarterly through BJA's Performance Measurement Tool as well as annual reports. JGA will also conduct, at minimum, an annual site visit to all sub-grantees (and more frequently to low-performing sub-grantees) to ensure they are on track with the identified project outcomes and performance measures.

## **JAG BUDGET AND BUDGET NARRATIVE**

According to the Department of Justice, the Justice Grants Administration will receive \$2,709,606 in JAG funds for FY 2010. JGA intends to use approximately 90% of the funds for sub-grants and approximately 10% of the funds for its own planning and administration. JGA's approximate budget for this grant award is as follows:

**A. Personnel:** \$220,000

**B. Fringe Benefits:** \$41,800

**C. Travel:** \$3,160.60

**D. Equipment:** \$0

**E. Supplies:** \$6,000

**F. Construction:** \$0

**G. Consultants/Contracts:** \$0

**H: Total Planning and administration:** \$270,960.60

**I: Other:** \$2,438,645.40

**Total Project Costs:** \$2,709,606

### **JAG Budget Narrative**

#### *Personnel and Fringe*

JAG administrative funds will support the staff time of the JAG Grant Manager; JGA Financial Analyst; JGA Finance Director; and JGA Director. The exact percentage of each individual staff's time to be allocated, and therefore percentage of their salary, is still to be determined. The fringe benefits rate for the agency is 19 percent of salary.

#### *Travel*

Approximately \$3,160.60 in JAG administrative funds will be spent on staff travel over the grant period on conferences and training opportunities for JGA staff related to juvenile and criminal justice evidence based practices; grant management policies and procedures; and BJA sponsored trainings and conferences so that staff can provide greater oversight for and technical assistance to sub-grantees.

#### *Supplies*

Approximately \$6,000 in JAG administrative funds will be spent on supplies over the grant period to support office supplies such as computers, printers, paper, and other basic office supplies.

#### *Other*

JGA will use JAG funds to make approximately \$2,438,645.40 in sub-grants to local nonprofit and government agencies in the funding initiatives identified during the grant period. The exact allocation of these resources will be determined by the quality and quantity of the number of applications received.